

Development of a SCDMV Strategic Communications Plan

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INTRODUCTION

An organization's strategic objectives and goals determine the direction and focus of the organization. Communicating this information to every level of the organization is vital to ensure employees understand the purpose of the goals and objectives, how these goals and objectives will impact the agency and its employees, and what role employees play in the success of the agency. Employees must know and understand the agency's goals and objectives to develop the following:

- Employee support of agency goals and cultural change within the organization.
- Strengthened intra-agency relationships.
- Credibility and integrity with employees.

PROBLEM STATEMENT

If anyone asked a S.C. Department of Motor Vehicles (SCDMV) employee about the agency's top priority, they would most likely be met with a resounding "Customer Service!" However, if asked about the agency's mission statement or strategic objectives and goals, the response would be very different. Although some employees might venture a guess that it involves customer service, they would not be able to clearly define the agency's mission statement or list objectives and goals.

SCDMV developed a mission statement and strategic objectives and goals, but this information has not been communicated to all employees. Whether in person, on the telephone or through email, SCDMV depends on employees to demonstrate agency values and support agency goals while they serve the public. To reach this level of

support and service, SCDMV must effectively communicate the strategic objectives and goals to employees and gain their buy-in.

The purpose of this project is to evaluate the agency's current communications performance, identify barriers and inconsistencies, and develop a strategic communications plan and recommendations to deliver information about the agency's strategic objectives and goals to employees and gain their support.

DATA COLLECTION AND ANALYSIS

A strategic communications audit was conducted to assess the agency's current communications performance and its capacity for improvement. Essentially, the audit determined what communications were working well, which ones were not, and what communications would work better if improvements were implemented. For the purposes of this project, the following data was collected and analyzed:

- Best practices in other state DMVs and government agencies.
- Employee surveys.
- Network analysis of the current employee communications structure and the flow of information throughout the agency.

BEST PRACTICES

To learn more about communication methods and practices that work well in other state agencies, three organizations that have communicated strategic objectives and goals successfully were chosen for evaluation: the S.C. Department of Revenue, the S.C. Department of Health and Environmental Control, and the Virginia Department of Motor

Vehicles. Through effective communication methods, these agencies achieved employee buy-in and support for the agency strategic plan.

S.C. Department of Revenue

Like many state agencies, the South Carolina Department of Revenue (DOR) developed its strategic plan several years ago and revisits it approximately every five years. When the plan was first introduced to employees, the agency chose to use a “Wizard of Oz” theme and used the “yellow brick road” as a symbol for the strategic plan. Dressed as characters from the story, agency leadership presented the plan to management in a large group meeting. Managers also received yellow bricks to remind them of their commitment. As unconventional as that presentation may have seemed, the event created exactly the kind of interest sought by agency leadership. Employees were encouraged to “follow the yellow brick road” and the strategic plan became the talk of the agency.

To spread the word, DOR held group meetings and traveled to district offices to meet with management. Agency leadership understood that management played a key role in communicating the strategic plan to employees and employees were the key to agency success. DOR’s strategic plan included four key results or priorities against which the agency measured its progress. These key results were incorporated into the agency’s Employee Performance Measurement System (EPMS), creating accountability on all levels. Every employee was required to have one or more key results included in their EPMS document. New employees were introduced to the strategic plan during the first phase of new employee orientation and they received more in-depth information during the second phase.¹

DOR demonstrated its commitment to the strategic plan by posting it on the agency website and the employee intranet. The agency also developed a brochure that defined the purpose and basic elements of the strategic plan. The brochure served as a quick reference guide to the strategic plan for employees and an informative publication about the agency for the general public.²

S.C. Department of Health and Environmental Control

The South Carolina Department of Health and Environmental Control (DHEC) made its strategic plan for 2005-2010 widely available to both employees and the general public. To provide an overall view of the strategic plan, DHEC produced a comprehensive booklet that explains the agency's mission, vision and values, and goals and objectives clearly. With more than 4,700 employees in the agency, the booklet served as important reference material for employees. The publication was also available to the public and the strategic plan has been posted to the agency's Web site.³

To promote the strategic plan, DHEC produced posters highlighting the agency's mission, vision, and goals and posted them in key areas for employees and clients. Each employee received postcards with similar information to keep as a personal reminder of the strategic goals and objectives. For managers, the agency also produced "Bright Ideas," a monthly publication providing tips for promoting and communicating the strategic plan to employees. Like many state agencies, DHEC tied organizational goals to the employee EPMS program and consistently reviewed agency and employee progress.⁴

Virginia Department of Motor Vehicles

The Virginia Department of Motor Vehicles (VADMV) took an aggressive approach to communicating the agency's strategic plan to employees. The heart of the organization's strategic plan was to create a "Customer-Centric, Secure, Service Oriented, State of the Art and Intelligent" (CSI) system across the state. To achieve its strategic goals and objectives, the agency developed a Customer Relationship Management Program (CRM) designed to carry the message to every level of the organization. In addition to the initial introduction to the plan, VADMV provided new information about the program to employees every month through the agency intranet, employee newsletter, staff meeting and other employee programs.⁵

Agency leadership received monthly updates regarding the organization's progress related to the strategic plan along with CRM talking points to use during their staff meetings. Leadership relayed this information to its management staff and management, in turn, relayed the information to supervisors and employees. VADMV recently implemented a CSI Ambassador Program, which called 125 employees from across the state to serve as promotional agents of the CRM Program. These employees assisted management by informing co-workers, soliciting feedback and helping to create an atmosphere of excitement for the program. In addition, VADMV included information about CRM in its monthly employee newsletter and on the employee intranet. By managing employee information about the strategic plan and cascading the monthly messages throughout the agency, the VADMV was able to maintain the momentum of the program and maximize its resources.⁶

EMPLOYEE SURVEYS

SCDMV conducted an online employee survey during November and December 2007. During the two-month period, 681 (52%) employees responded to the survey. Of those responses, 65 percent were field office employees and 35 percent were headquarters employees. A sample of the survey and a detailed compilation of the results are included in Appendix A.

Question 1: Keeping Employees Informed

Eighty percent of all employees and 85 percent of all managers indicated that the agency did not keep them informed.

Question 2: Providing Accurate and Timely Information

Employees rated the agency similarly with 73 percent of overall employees and 75 percent of overall management indicating that information was not timely or accurate. Although 64 percent of field managers said the same, 88 percent of headquarters managers reported a higher level of dissatisfaction.

Question 3: Communicating Agency Mission and Goals

Seventy-seven percent of employees said the agency had not communicated with them regarding the agency mission and goals. Eighty-two percent of field managers and 75 percent of headquarters managers agreed.

Question 4: Understanding of Mission, Goals and Employee Role

Seventy-five percent of all employees, both field and headquarters, said they did not understand how the agency's mission and goals affected their job role. Although 80 percent of overall management indicated the same, the breakdown varied between headquarters and field managers. Seventy-five percent of headquarters managers and 82

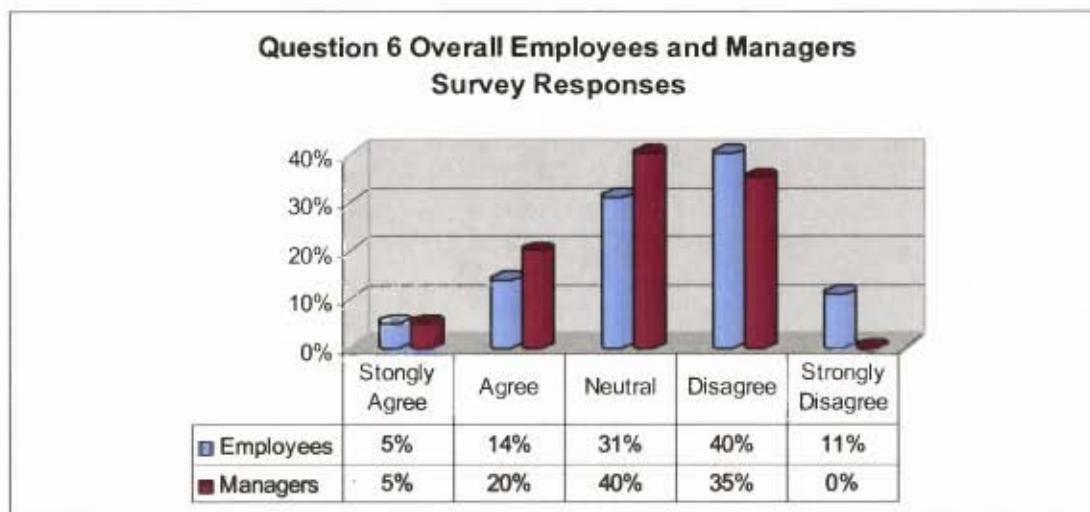
percent of field managers reported that they did not understand how the mission and goals affected their role.

Question 5: Understanding of How Functions Affect Organizational Success

Ninety-three percent of employees and 95 percent of managers responded negatively. The breakdown for managers was even higher with 88 percent of headquarters and 100 percent of field managers reporting that they did not understand how the functions of their office functions affect the agency.

Question 6: Communicating with the Public

Fifty-one percent of employees and 35 percent of managers rated SCDMV poorly. Results were similar regardless of location.



Questions 7, 8 and 9: Using the Intranet

The SCDMV Intranet was designed to provide statewide employees with a wide variety of information, ranging from agency policies and forms to archived copies of the *Operational Newsbreak*, a newsletter-type brief provided weekly to all employees.

Questions 7, 8 and 9 addressed how well employees are able to locate information on the

Intranet and how often they use the site. Only 8 percent of employees reported that they were able to locate information on the Intranet, but 13 percent indicated that they use it daily. Ten percent of management reported ease in locating information on the Intranet and that they use the resource daily. Although managers are required to read the *Operational Newsbreak* and ensure that employees understand the contents, only 5 percent of the managers surveyed indicated that they read the newsletter when notified that it has been posted to the Intranet. Only 5 percent of employees reported that they read it when posted.

Questions 10 & 11: Preferences for Receiving Information

SCDMV provides information to employees regularly in many different ways. In questions 10 and 11, employees were asked about the way they receive information from the agency and how they prefer to receive the information. Multiple choices were allowed for these questions and the results vary according to employee positions and office locations. For headquarters employees and managers, the preferred method of communication was email. Field employees preferred staff meetings and field managers preferred communicating through the *Operational Newsbreak* and the Intranet.

	HQ Employees	HQ Managers	Field Employees	Field Managers
Inter-Agency Mail	28%	38%	25%	46%
Staff Meetings	49%	50%	75%	55%
Memorandums	40%	75%	50%	55%
Newsbreak	65%	75%	38%	82%
Manager's Meeting	27%	13%	64%	27%
Intranet	52%	50%	25%	82%
Email	74%	88%	50%	73%

Question 12: Newsletter Preferences

Although SCDMV previously published an online employee newsletter, the agency has not produced it during the last two years. Question 12 asked employees about the kind of information they would like to see in the newsletter. Multiple choices were allowed and the results are summarized in the chart below. Preferred information included office and employee news, positive customer letters, frequently asked questions, office or employee profiles, and community relations.

	HQ Employees	HQ Managers	Field Employees	Field Managers
Office/Employee News	76%	88%	75%	73%
Positive Customer Letters	39%	38%	78%	55%
Frequently Asked Questions	67%	63%	41%	82%
Office/Employee Profiles	62%	88%	69%	64%
New Employees/Promotions	55%	50%	64%	64%
Agency Goals/Updates	50%	63%	59%	46%
Employee Community Relations	77%	75%	50%	64%

NETWORK ANALYSIS

In government agencies, the flow of information generally moves downward with little upward or lateral interaction. When agency procedures and requirements dominate communications, there is little room for information about the agency mission and direction. Employees crave information about their performance and agency goals. Without it, employee morale drops and many employees no longer care about the success of the agency.⁷ At SCDMV, most employee communications move downward, as

illustrated in Figure 1 of Appendix B, through the Communications Office and the Office of Policy and Planning.

The Communications Office is responsible for sending out all statewide employee communications, including announcements from the Executive Director, Chief of Staff, Deputy Directors, and management. The Office of Policy and Planning maintains the agency Intranet site and sends out the *Operational Newsbreak* brief, which is included as a sample in Appendix C. The *Operational Newsbreak* is a weekly communication that is designed by the Office of Training and Change Management. Although the agency does send out statewide communications frequently, the Operational Newsbreak is the only employee newsletter.

The communication flow of an organization is determined by many factors such as leadership preferences, the physical location of workers, and job assignments and duties. SCDMV is a large agency with more than 68 offices statewide, which makes it difficult for the agency to communicate with employees face-to-face. Although field office manager meetings are held monthly, most employees have little interaction with agency leadership or management and employees outside their office. Many headquarters employees may have contact with other employees in their building, but most do not have contact with agency leadership. As Figure 2 of Appendix B indicates, there is little feedback or interaction between employees and leadership, employees and management, and headquarters and field employees.

FINDINGS AND EVALUATION

In evaluating the key findings of the project, careful consideration was given to employee survey responses, barriers and inconsistencies found in network analysis, and various aspects of the best practices used in other state agencies.

Overall, employees and managers alike indicated the need for more information in a more timely manner. In this Information Age, employees want more than direction from the top. They want to know where the agency is going, how it plans to get there, and what kind of progress the agency has made. Moreover, most employees want to know what they can do help the agency reach its goals. By linking communications to agency goals and objectives, SCDMV can provide this information to employees through an employee newsletter, the agency intranet, and employee meetings and presentations. The majority of employees and managers indicated that they did not understand how agency goals affected their jobs or how their role affected the success of the agency. By incorporating additional communication vehicles, the agency can increase employee understanding and open communication outlets throughout the organization.

The *Operational Newsbreak* is an effective tool in that it provides employees with thorough, but brief news regarding agency policies, procedures and business processes. While managers and employees said this newsletter was a preferred form of communication, the majority also reported that they did not read it when it was posted to the intranet. When a new issue of the newsletter is posted to the intranet, an email is sent to all employees with only a link to the new issue. Adding a description of the newsletter content may entice employees to read the information in a timelier manner.

While the internet and email has opened the door for more frequent and timely communications, more than half of the employees responding to the survey also indicated staff meetings as a preferred form of communication. Office proximity and staffing levels often limits the frequency of face-to-face communications between headquarters and field offices, but SCDMV must find ways to overcome these barriers. To build strong employee support, especially in field offices, agency leadership must be seen and heard.

SUMMARY AND RECOMMENDATIONS

Although there are many definitions of communication, one of the most basic ways to define it is simply "sharing information between two or more people." In a government organization, it can be and should be much more than that. When strategically placed, communication is an organization's most effective tool for bringing about change. To gain employee support of the agency's goals, SCDMV must tie the agency's communications to the mission and strategic objectives.

Based on the findings of this project, it is recommended that the agency implement the following strategic communications plan:

SCDMV Strategic Communications Plan

1.0 Provide more information to employees in a more timely and accurate manner.

- 1.1 Develop new employee newsletter.
 - 1.1.1. Design new agency newsletter.
 - 1.1.2. Promote agency mission, vision and values, and strategic objectives and goals.
 - 1.1.3. Include office/employee profiles.
- 1.2 Expand use of the agency intranet.
 - 1.2.1. Post agency news releases to the intranet when they are released to the media.
 - 1.2.2. Develop intranet page covering agency mission, vision and values, and strategic objectives and goals.
 - 1.2.3. Post agency project status.
 - 1.2.4. Develop and post Frequently Asked Questions.
- 1.3 Promote content of *Operational Newsbreak* in a more user-friendly manner.

2.0 Introduce agency mission, vision and values, and strategic objectives and goals to employees.

- 2.1 Develop PowerPoint presentation for managers/employees.
 - 2.1.1. Post PowerPoint Presentation to agency intranet.
 - 2.1.2. Use PowerPoint Presentation in New Employee Orientation.
- 2.2 Establish agency "Mission" agents to assist management in promotion.
- 2.3 Develop weekly brief with tips and project updates to help management promote agency mission.

3.0 Communicate the agency mission, vision and values, and strategic objectives and goals to the public.

- 3.1 Promote the agency mission, vision and values, and strategic objectives and goals on the agency web site.
- 3.2 Develop one or more publications to promote the agency mission, vision and values, and strategic objectives and goals to the public.

4.0 Incorporate aspects of the agency mission, vision and values, and strategic objectives and goals into employee performance appraisals.

- 4.1 Meet with agency leadership.

5.0 Develop methods for two-way communication with employees.

- 5.1 Develop and schedule monthly employee meetings with leadership.
- 5.2 Re-establish employee "Suggestion Box" email.
- 5.3 Develop and schedule quarterly leadership sessions presented by agency leadership.

To evaluate employee response to the communication plan, the Communications Office should conduct random employee interviews six months following implementation to assess agency progress. The interview process should include questions regarding the agency's communication performance and the mission and strategic goals. One-year after implementation, it is also recommended that the agency begin conducting annual employee communication surveys to monitor the organization's performance on an on-going basis. Results from employee interviews and surveys should be provided to agency leadership and, in some cases, all employees.

Communications in any organization affect employee behavior, morale, productivity and trust. In a government agency, however, the results of good or bad

communications reach further, affect more people and impose more consequences. The way we communicate and the information we convey is more important than ever.⁸ It can make or break an organization. Communicating SCDMV's strategic objectives and goals to every level of the agency is essential for the success of employees and the organization. By linking communications with agency goals, SCDMV will help develop stronger support among employees and more credibility for agency leadership.

NOTES

¹ Wilson, Nancy. S.C. Department of Revenue. Personal Interviews. October-November 2007.

² Wilson. Personal Interview.

³ Lolas, Patricia. S.C. Department of Health and Environmental Control. Personal Interviews. October-November 2007.

⁴ Lolas. Personal Interview.

⁵ Goheen, Pamela. Virginia Department of Motor Vehicles. Personal Interviews. October-November 2007.

⁶ Goheen. Personal Interview.

⁷ Garnett, James L., *Communicating for Results in Government: A Strategic Approach for Public Managers* (San Francisco: Jossey-Bass, Inc. Publishers, 1992) p. 103.

⁸ Garnett, p. 14.

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Wilson, Nancy. S. C. Department of Revenue. Interviewed by Beth Parks. October – November, 2007.

APPENDIX A

SCDMV Communications Survey And Results

SCDMV Communications Survey

1. As an employer, SCDMV keeps me informed about agency news and events.
☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
2. The information provided to me by the agency is timely and accurate.
☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
3. The agency has communicated with me about our Mission Statement and Strategic Objectives and Goals.
☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
4. I understand how the agency Mission Statement and Strategic Objectives and Goals impact my role at SCDMV.
☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
5. I understand how the functions of my office affect the success of the organization.
☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
6. SCDMV communicates well with the public regarding changes in procedure and requirements.
☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
7. I am usually able to find what I am looking for on the agency intranet.
☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
8. I use the agency intranet frequently each day.
☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
9. I consistently read the Operational Newsbreak when it is posted to the agency intranet.
☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
10. SCDMV currently provides me with information in the following ways: (check all that apply)
☐ Inter-agency email ☐ Operational Newsbreak ☐ Agency Intranet
☐ Staff meetings ☐ Manager's Meetings ☐ Email
☐ Memorandums ☐ Other _____
11. I would prefer to receive information in the following ways: (check all that apply)
☐ Inter-agency email ☐ Operational Newsbreak ☐ Agency Intranet
☐ Staff meetings ☐ Manager's Meetings ☐ Email
☐ Memorandums ☐ Other _____
12. If the agency produced an employee newsletter, I would like it to include the following: (check all that apply)
☐ Office/Employee News ☐ Office/Employee Profiles ☐ Agency Goals/Updates
☐ Positive Customer Letters ☐ New Employees/Promotions ☐ Employee Community Relations
☐ Frequently Asked Questions ☐ Other _____

Position Type: ☐ Management ☐ Supervisor
 ☐ Customer Service Representative ☐ Examiner
 ☐ Administrative Specialist ☐ Other _____

Location: ☐ Field Office ☐ Headquarters

Overall Employee Survey Results

<p>1. As an employer, SCDMV keeps me information about agency news and events.</p> <p>1% Strongly Agree 6% Agree 12% Neutral 57% Disagree 23% Strongly Disagree</p>
<p>2. The information provided to me by the agency is timely and accurate.</p> <p>1% Strongly Agree 9% Agree 19% Neutral 52% Disagree 19% Strongly Disagree</p>
<p>3. The agency has communicated with me about our Mission Statement and Strategic Objectives and Goals.</p> <p>1% Strongly Agree 14% Agree 17% Neutral 54% Disagree 23% Strongly Disagree</p>
<p>4. I understand how the agency Mission Statement and Strategic Objectives and Goals impact my role at SCDMV.</p> <p>1% Strongly Agree 4% Agree 18% Neutral 56% Disagree 21% Strongly Disagree</p>
<p>5. I understand how the functions of my office affect the success of the organization.</p> <p>1% Strongly Agree 1% Agree 4% Neutral 52% Disagree 42% Strongly Disagree</p>
<p>6. SCDMV Communicates well with the public regarding changes in procedure and requirements.</p> <p>5% Strongly Agree 14% Agree 30% Neutral 40% Disagree 11% Strongly Disagree</p>
<p>7. I am usually able to find what I am looking for on the agency intranet.</p> <p>1% Strongly Agree 10% Agree 20% Neutral 51% Disagree 19% Strongly Disagree</p>

<p>8. I use the agency intranet frequently each day.</p> <p>2% Strongly Agree 12% Agree 22% Neutral 44% Disagree 20% Strongly Disagree</p>
<p>9. I consistently read the Operational Newsbreak when it is posted to the agency intranet.</p> <p>1% Strongly Agree 6% Agree 5% Neutral 44% Disagree 45% Strongly Disagree</p>
<p>10. SCDMV currently provides me with information in the following ways: (allowed multiple choices)</p> <p>36% Inter-agency mail 63% Staff meetings 52% Memorandums 92% Operational Newsbreak 34% Manager's meeting 48% Agency Intranet 51% Email 4% Other</p>
<p>11. I would prefer to receive information in the following ways: (allowed multiple choices)</p> <p>25% Inter-agency mail 50% Staff meetings 40% Memorandums 63% Operational Newsbreak 25% Manager's meeting 48% Agency Intranet 76% Email 3% Other</p>
<p>12. If the agency produced an employee newsletter, I would like it to include the following: (allowed multiple choices)</p> <p>78% Office/Employee News 64% Positive Customer Letters 79% Frequently Asked Questions 42% Office/Employee Profiles 60% New Employees/Promotions 70% Agency Goals/Updates 51% Employee Community Relations 3% Other</p>
<p>13. Position Types:</p> <p>7% Management 8% Customer Service Representative 24% Administrative Specialist 3% Supervisor 10% Examiner 8% Other</p>

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14. Location:

56% Field Office

38% Headquarters

(6% did not indicate location)

Employee Survey Results by Location

Headquarters	Field Office	Survey Question
0 6% 8% 63% 22%	2% 7% 17% 53% 22%	1. As an employer, SCDMV keeps me information about agency news and events. Strongly Agree Agree Neutral Disagree Strongly Disagree
0 10% 14% 61% 15%	2% 10% 22% 49% 19%	2. The information provided to me by the agency is timely and accurate. Strongly Agree Agree Neutral Disagree Strongly Disagree
1% 6% 16% 53% 25%	2% 4% 19% 54% 22%	3. The agency has communicated with me about our Mission Statement and Strategic Objectives and Goals. Strongly Agree Agree Neutral Disagree Strongly Disagree
0 3% 18% 58% 36%	1% 5% 18% 54% 22%	4. I understand how the agency Mission Statement and Strategic Objectives and Goals impact my role at SCDMV. Strongly Agree Agree Neutral Disagree Strongly Disagree
1% 2% 4% 58% 36%	1% 1% 5% 50% 43%	5. I understand how the functions of my office affect the success of the organization. Strongly Agree Agree Neutral Disagree Strongly Disagree
6% 16% 36% 37% 7%	5% 15% 26% 42% 12%	6. SCDMV Communicates well with the public regarding changes in procedure and requirements. Strongly Agree Agree Neutral Disagree Strongly Disagree

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0 10% 16% 57% 18%	1% 12% 24% 46% 17%	7. I am usually able to find what I am looking for on the agency intranet. Strongly Agree Agree Neutral Disagree Strongly Disagree
3% 12% 21% 43% 24%	3% 13% 23% 45% 16%	8. I use the agency intranet frequently each day. Strongly Agree Agree Neutral Disagree Strongly Disagree
0 4% 3% 42% 56%	1% 7% 7% 45% 40%	9. I consistently read the Operational Newsbreak when it is posted to the agency intranet. Strongly Agree Agree Neutral Disagree Strongly Disagree
40% 67% 53% 95% 41% 79% 87% 5%	35% 63% 54% 94% 31% 80% 86% 3%	10. SCDMV currently provides me with information in the following ways: (allowed multiple choices) Inter-agency mail Staff meetings Memorandums Operational Newsbreak Manager's meeting Agency Intranet Email Other
21% 46% 39% 64% 26% 46% 71% 7%	29% 54% 41% 63% 25% 53% 80% 0	11. I would prefer to receive information in the following ways: (allowed multiple choices) Inter-agency mail Staff meetings Memorandums Operational Newsbreak Manager's meeting Agency Intranet Email Other

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<p>80% 46% 73% 70% 59% 46% 88% 5%</p>	<p>77% 38% 69% 63% 61% 53% 75% 2%</p>	<p>12. If the agency produced an employee newsletter, I would like it to include the following: Office/Employee News Positive Customer Letters Frequently Asked Questions Office/Employee Profiles New Employees/Promotions Agency Goals/Updates Employee Community Relations Other</p>
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Overall Management Survey Results

<p>1. As an employer, SCDMV keeps me information about agency news and events. 0% Strongly Agree 0% Agree 0% Neutral 80% Disagree 20% Strongly Disagree</p>
<p>2. The information provided to me by the agency is timely and accurate. 0% Strongly Agree 5% Agree 0% Neutral 75% Disagree 20% Strongly Disagree</p>
<p>3. The agency has communicated with me about our Mission Statement and Strategic Objectives and Goals. 5% Strongly Agree 5% Agree 15% Neutral 45% Disagree 30% Strongly Disagree</p>
<p>4. I understand how the agency Mission Statement and Strategic Objectives and Goals impact my role at SCDMV. 0% Strongly Agree 5% Agree 15% Neutral 55% Disagree 25% Strongly Disagree</p>
<p>5. I understand how the functions of my office affect the success of the organization. 0% Strongly Agree 0% Agree 0% Neutral 55% Disagree 45% Strongly Disagree</p>
<p>6. SCDMV Communicates well with the public regarding changes in procedure and requirements. 5% Strongly Agree 5% Agree 35% Neutral 45% Disagree 10% Strongly Disagree</p>
<p>7. I am usually able to find what I am looking for on the agency intranet. 0% Strongly Agree 5% Agree 15% Neutral 50% Disagree 30% Strongly Disagree</p>
<p>8. I use the agency intranet frequently each day.</p>

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0% Strongly Agree 5% Agree 15% Neutral 45% Disagree 35% Strongly Disagree
9. I consistently read the Operational Newsbreak when it is posted to the agency intranet. 0% Strongly Agree 5% Agree 5% Neutral 25% Disagree 65% Strongly Disagree
10. SCDMV currently provides me with information in the following ways: (allowed multiple choices) 70% Inter-agency mail 75% Staff meetings 55% Memorandums 95% Operational Newsbreak 85% Manager's meeting 75% Agency Intranet 100% Email 5% Other
11. I would prefer to receive information in the following ways: (allowed multiple choices) 30% Inter-agency mail 55% Staff meetings 70% Memorandums 80% Operational Newsbreak 65% Manager's meeting 60% Agency Intranet 90% Email 5% Other
12. If the agency produced an employee newsletter, I would like it to include the following: 60% Office/Employee News 75% Positive Customer Letters 90% Frequently Asked Questions 70% Office/Employee Profiles 35% New Employees/Promotions 95% Agency Goals/Updates 60% Employee Community Relations 10% Other
13. Position Types: (Management Only)
14. Location: 45% Field Office 55% Headquarters

Management Survey Results by Location

Headquarters	Field Office	Survey Question
0 0 0 73% 27%	0 0 0 89% 11%	1. As an employer, SCDMV keeps me information about agency news and events. Strongly Agree Agree Neutral Disagree Strongly Disagree
0 9% 0 64% 27%	0 0 0 89% 11%	2. The information provided to me by the agency is timely and accurate. Strongly Agree Agree Neutral Disagree Strongly Disagree
9% 9% 18% 45% 18%	0 0 11% 44% 44%	3. The agency has communicated with me about our Mission Statement and Strategic Objectives and Goals. Strongly Agree Agree Neutral Disagree Strongly Disagree
0 9% 18% 55% 18%	0 0 11% 56% 33%	4. I understand how the agency Mission Statement and Strategic Objectives and Goals impact my role at SCDMV. Strongly Agree Agree Neutral Disagree Strongly Disagree
0 0 0 45% 55%	0 0 0 67% 33%	5. I understand how the functions of my office affect the success of the organization. Strongly Agree Agree Neutral Disagree Strongly Disagree
9% 9% 18% 45% 18%	0 0 56% 44% 0	6. SCDMV Communicates well with the public regarding changes in procedure and requirements. Strongly Agree Agree Neutral Disagree Strongly Disagree

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<p>0 9% 27% 45% 18%</p>	<p>0 0 0 56% 44%</p>	<p>7. I am usually able to find what I am looking for on the agency intranet. Strongly Agree Agree Neutral Disagree Strongly Disagree</p>
<p>0 9% 18% 45% 27%</p>	<p>0 0 11% 44% 44%</p>	<p>8. I use the agency intranet frequently each day. Strongly Agree Agree Neutral Disagree Strongly Disagree</p>
<p>0 9% 9% 45% 36%</p>	<p>0 0 0 0 100%</p>	<p>9. I consistently read the Operational Newsbreak when it is posted to the agency intranet. Strongly Agree Agree Neutral Disagree Strongly Disagree</p>
<p>64% 73% 36% 91% 82% 73% 100% 0</p>	<p>78% 78% 78% 100% 88% 78% 100% 0</p>	<p>10. SCDMV currently provides me with information in the following ways: (allowed multiple choices) Inter-agency mail Staff meetings Memorandums Operational Newsbreak Manager's meeting Agency Intranet Email Other</p>
<p>18% 45% 18% 64% 55% 45% 91% 0</p>	<p>44% 67% 44% 100% 78% 78% 88% 11%</p>	<p>11. I would prefer to receive information in the following ways: (allowed multiple choices) Inter-agency mail Staff meetings Memorandums Operational Newsbreak Manager's meeting Agency Intranet Email Other</p>

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<p>82% 55% 83% 64% 64% 91% 64% 18%</p>	<p>88% 100% 100% 78% 67% 100% 56% 0</p>	<p>12. If the agency produced an employee newsletter, I would like it to include the following: Office/Employee News Positive Customer Letters Frequently Asked Questions Office/Employee Profiles New Employees/Promotions Agency Goals/Updates Employee Community Relations Other</p>
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APPENDIX B

Network Analysis Charts

Figure 1
SCDMV Flow of Communication

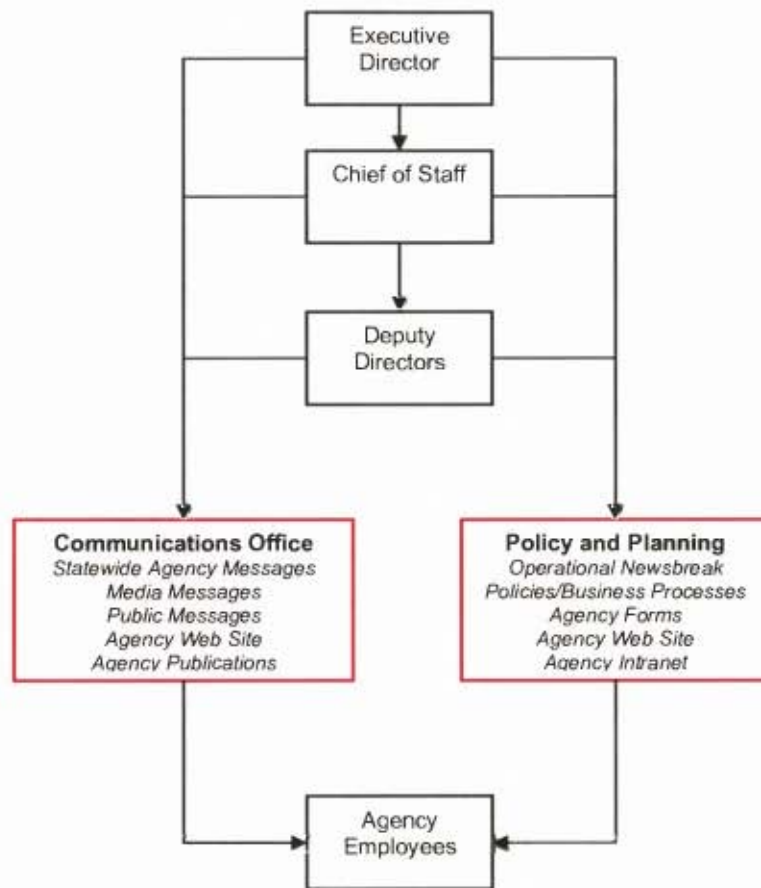
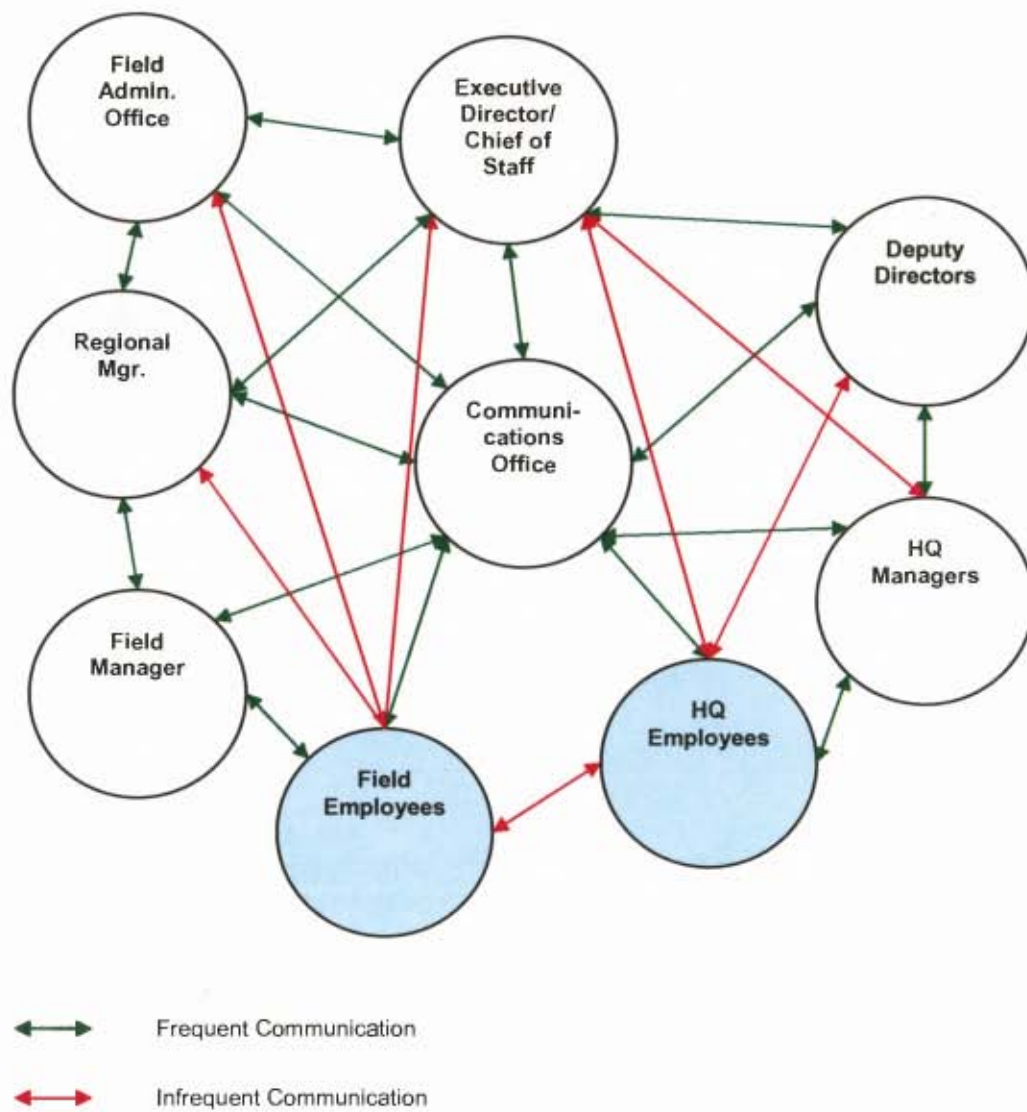


Figure 2
SCDMV Interactive Communication



APPENDIX C

Operational Newsbreak Sample



Operational Newsbreak

September 10, 2007
Volume 4 Issue 28

The DMV administers South Carolina laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.

INSIDE THIS ISSUE

- 1 Form DL-63
- 2 New ELT Lienholder
- 3 Back Out Authority
- 4 Eye Exams
- 5 Duplicate Registrations
- 6 Digital Plates

Form DL-63

Please note, Form DL-63 Driver's License Renewal, has been updated. Section 1 was changed to reflect the current driver's license issuance guidelines. The following questions have changed:

4. 'Do you want to be an organ donor?' was changed to 'Do you wish to be an organ and tissue donor?'
5. This question is similar to question 6 on the older version of the form, but the time frame referenced has changed from **three years** to **12 months**.
6. The information requested is similar to question 7 on the older version of the form, but the question no longer asks about pacemaker implantation.
7. Question 7 on the new version of this form is identical to question 8 on the older version of the form.
8. The information requested is similar to the information requested in question 9 on the older version of the form.

9. This question now asks for similar information as question 5 on the older version of the form, but now there is a space for the customer to record what the mental or physical conditions are that prevent them from operating a motor vehicle.

New ELT Lienholder

CPM Federal Credit Union will become an ELT lien holder effective 9/4/07. This credit union primarily does business in the Charleston, Greenville and Greer areas. The ELT lien holder number will be 14468006. Please use this lien holder number when processing liens for CPM Federal Credit Union regardless of how their name or address is shown on the Form 400.

For your information, Please find below a list of the current ELT lien holders. Please be sure to ALWAYS use these customer numbers on ELT transactions.



ELT Lienholder	Customer No.
First Reliance Bank	17859233
First National Bank of the South	30084778
Anderson Brothers Bank	16660786
SAFE Federal Credit Union	30058245
Heritage Trust Federal Credit Union	14487344
Greenville Federal Credit Union	11131314
First Citizens Bank and Trust Co, Inc	16665473
Carolina Foothills Federal Credit Union	11130988
CPM Federal Credit Union	14468006

Back Out Authority

The only employees that are authorized to perform back outs in a field office are the Manager, the Assistant Manager, and one lead user that has been identified by the Manager. Relief Workers may also perform back outs, if they are in an office covering for the manager.

Relief Workers and Lead Users in the office should only conduct back outs if both the Manager and the Assistant Manager are out of the office.

Back outs should only be conducted while the customer is still in the office and all documentation from the back out should be printed out and retained with the office's daily report. The reason for the back out should be noted on the documentation.

If one of the employees with back out authority is going to be out of the office, the manager can contact their RAFA to request *temporary* back out authority for another employee in the office.

If there is only one person in the office present with back out authority and they need to have a transaction backed out, they can back out the transaction themselves, but they must print out any relevant documentation and note the reason for the back out on the documentation.

Eye Exams

The eye exam that is updated as a Pass on the system is good for one year from exam date. Please refer to Business Process DL1-1.6.1 Administering Vision Tests for detailed process.

Duplicate Registrations

Form 3090 Application for Duplicate Registration or a written request from the registered owner is required to obtain a duplicate registration. See Business Process RG1-1.2 Issuing Duplicate Registrations for detailed process. If customer is changing an address on an existing registration, there is no charge for the first registration. Form 4057 Application for Name and/or Address Change, Date of Birth Correction, or Special Mailing is required for address change.

Digital Plates

Over the next few years South Carolina will be converting all of its embossed plates (raised letters and numbers) to digitized plates, which are flat plates.

The first of these flat plates are now being manufactured. Field offices with a low inventory of regular plates (RP) will begin receiving digital flat plates 9/10/07. Offices receiving these digital plates should continue using current embossed inventory before issuing digital plates.